



Charlotte City Council
Housing and Neighborhood Development Committee
Retreat
Summary
April 20, 2018

COMMITTEE AGENDA TOPICS

- I. Housing Strategy Plan

COMMITTEE INFORMATION

Committee Members Present:	LaWana Mayfield (Chair), Ed Driggs, Larken Egleston, Justin Harlow, Matt Newton
Other Elected Officials Present:	Mayor Vi Lyles City Council Members: Tariq Bokhari, Julie Eiselt, Greg Phipps, Braxton Winston
Guest(s):	Amber Lineback, Lineback Montgomery, LLC Lee Cochran, Laurel Street Residential, LLC Mark Ethridge, LCRE Capital
Committee Members Absent:	n/a
Staff Resources:	Debra Campbell, Assistant City Manager Pamela Wideman, Housing & Neighborhood Services
Meeting Duration:	1:00 PM – 6:00 PM

ATTACHMENTS

1. Agenda – April 20, 2018
2. Presentation

DISCUSSION HIGHLIGHTS

Council member Mayfield called the meeting to order and asked those seated at the tables to introduce themselves.

Amber Lineback, the meeting facilitator, reviewed the ground rules for the retreat.

Mayor Lyles remarked that housing is the foundation of good neighborhoods, and that the community is galvanized on the need to address key issues facing Charlotte, including housing.

Council member Winston noted that this is an opportunity to develop new housing policies that work to erase the lines of segregation that exist in Charlotte.

Debra Campbell reminded the Committee that the work before them today is to begin to set housing priorities that will shape how the City develops policies for housing investments that seek to create neighborhoods that are

complete and inclusive, and particularly in light of Charlotte's continuing growth and the comprehensive Housing Strategy Plan that is currently being finalized.

Pamela Wideman provided an overview of the draft Housing Strategy Plan, summarizing that it will represent the City's 10-year plan to comprehensively address housing affordability challenges and how to use housing investments to increase access to opportunity. The plan will be used to increase the City's capacity to leverage public and private investment, target housing investment to advance cross-sector outcomes, guide implementation over the short, medium and long term, and cultivate community-wide partnerships. The plan emphasizes that affordable housing need cannot be addressed with just public sector attention and funding alone. There is a vital need for other community partners, including private entities and nonprofits, to be integrally involved in addressing this issue.

The Committee unanimously agreed that the housing plan would address three basic goals: 1) expanding the supply of affordable housing (new construction), 2) preserving existing affordable housing stock, and 3) achieving family self-sufficiency. Throughout the retreat, the Committee discussed the recommended priorities, strategies and tools for each of these goals. Lee Cochran provided an overview of the expansion/new construction of affordable housing, the role of developers and their respective investors in expansion including private social equity, development scenarios including AMI mixes, and common tools used in various communities to achieve expanded affordable housing units, including tax credits in both 9% and 4% deals. Lee used a financial model that allowed for real time comparison and discussion of financial impacts, especially of public sector funds based on changes to AMI levels served, etc. Mark Ethridge similarly provided an overview of preserving natural occurring affordable housing (NOAH).

The Committee identified the following draft priorities for consideration to be included in the plan, and that should be used to guide and develop the City's overall housing investments, tools/strategies and policies.

Area Median Income (AMI) Targeting (by overall mix). The Committee identified the below AMI mix as the proposed focus for investments/resources made to achieve the above three goals (expansion, preservation and family self-sufficiency):

- 80% AMI: 15+/-%
- 60-40% AMI: 60+/-%
- 30% AMI and below: 25%-30%

Affordable Housing Location. The Committee identified that the focus for investments that increase expansion, preservation and achieving family self-sufficiency should include high opportunity areas with the following characteristics:

- Areas in transition and at risk of displacement (gentrifying areas),
- Areas that include higher income households where affordable housing is limited, and
- Areas that have access to transportation

Investments. The Committee agreed that, as City investments in affordable housing are made, the focus should be placed as follows:

- Expansion: 40%
- Preservation, including both multi-family and single-family homes (at a greater priority than in previous years): 41%
- Anti-displacement: 19%

Production Goals. The Committee determined that specific production goals were not appropriate to establish at this time. They expressed interest in determining how to capture a net gain of units (newly created/preserved units less those that are lost) that also incorporates preservation, if the data can inform this.

Other Considerations. The Committee also determined that a scorecard should be designed for evaluating requests for City support, and that the details of the requirements for receiving support from the City should be specifically set forth such that it is fully transparent, including details such as requiring project owners to accept subsidies, types of deed restrictions that will be put in place, etc.

Meeting adjourned at 6:00 PM.